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C O P Y

28 October 1952

MEMORANDUM FOR: Chairman, CIA Career Service Board
FROM: Assistant Director, Personnel
SUBJECT: CIA Promotion Policy

1. Attached is a proposed statement of CIA promotion policy which is submitted to the Career Service Board for approval.
2. Promotion is only one aspect of the broader problem of placing personnel in assignments which will most effectively utilize and develop their skills. Therefore, this paper has been cast as a part of an overall placement policy statement.
3. In preparing this statement, the Personnel Office considered current promotion practices and policies of the various offices of CIA, of other Government agencies, and of a representative list of private industries. We have tried to adapt the best of those concepts to the special needs of CIA.
4. Throughout the paper, repeated emphasis has been placed on the use of realistic qualification standards in selecting persons for promotion and reassignment. This idea is fundamental. Such standards provide the only practical means by which individual's skills can be measured objectively against work requirements. The Personnel Office has been working for some time to develop job requirements throughout the Agency. Progress has been slow. The establishment of working Career Service Boards in the Operating Offices will accelerate the program by stimulating fuller participation of operating officials in developing work requirements for their units.
5. Although the basic concepts contained in the attached paper have been discussed with representatives of Operating Offices, no effort has been made at formal coordination of the paper.

/s/ W. H. H. Morris, Jr.
W. H. H. MORRIS, JR.

Attachment

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Document No. 004
No Change In Class.
 Declassified
Class. Changed To: TS SC
Auth. HR Date: NOV 1978 By: 3
Date: 1978-6